

IMPROVEMENT OF THE PERSONNEL PROGRAM  
OF THE DEPARTMENTAL AND FOREIGN SERVICES

1. Purpose

This announcement discusses the Report of the Secretary's Advisory Committee on Personnel and the intended course of action of the Department. It transmits a summary of the report and a copy of a directive which expresses the Department's intended course of action on the report.

2. Report of the Secretary's Advisory Committee on Personnel

- 2.1 After the Hoover Commission recommended that a single foreign affairs service be developed over a short period of years, to include personnel above certain levels in both the Department and the Foreign Service, the Secretary's Advisory Committee on Personnel was established. Its purpose was to study the amalgamation question in more detail and to advise on ways and means for improving the personnel program for the conduct of foreign affairs.
- 2.2 The committee has recommended that a single personnel system be established to cover all departmental and Foreign Service employees. The system, at least in the beginning, would be established outside the Civil Service System.
- 2.3 The committee reported that a single personnel system would provide: better working relationships between the Department and the Foreign Service; more flexibility in assignment and maximum utilization of personnel; more effective contact with the American scene for those serving abroad; and more efficient administration.
- 2.4 The committee stressed the essentials needed for a more positive personnel program: recruitment of the best available people for all levels; selection of the most able candidates through rigorous examination free from political and personal influences; and a program for developing career executives, generalists, and specialists.
- 2.5 A detailed summary of the committee's report is attached. Copies of the report itself are being distributed within the Department and to overseas posts. The members of the committee were James H. Rowe, Jr., attorney and former member of the Hoover Commission; Robert Ramspeck, Executive Vice-President of the Air Transport Association of America, for many years a member of Congress, and recently appointed as a Civil Service Commissioner; and William E. DeCourcy, a career Foreign Service Officer and presently Ambassador to Haiti.

3. The Department's Program

- 3.1 A copy of the directive from the Deputy Under Secretary for administration to the Director of Personnel is attached. It has been approved by the Secretary and concurred in by the Board of Foreign Service.
- 3.2 The directive calls for adjusting the present Foreign Service personnel system to correspond very closely to the characteristics of the system recommended by the Advisory Committee. However, the Department proposes to make these adjustments and improvements largely within the basic framework of the Foreign Service Act of 1946.
- 3.3 The Department plans to continue to improve the personnel program for the departmental service within the present Civil Service framework and to apply common policies to the two services to the extent it is practicable to do so.
- 3.4 The Department considers that total integration of all personnel under a single service outside the Civil Service is not practicable under present day conditions and that further experience under a substantially more limited form of integration is necessary before taking such a step. The Department considers that the first steps toward integration should be principally concerned with those positions in the Department where continuing interchange in service between the Department and the field is essential or highly desirable.
- 3.5 The Department favors and will promote the entrance into an improved Foreign Service personnel system of departmental employees who are qualified and willing to accept dual service at home and abroad. Entrance into the Foreign Service, however, shall remain optional. Present departmental employees who do not wish assignment abroad will not be expected to enter the Foreign Service and accept the conditions of service implicit in the system.
- 3.6 A liberalized program of lateral entry into the Foreign Service officer category, by departmental, reserve, and staff personnel, will be undertaken. This program will be accompanied by an expansion in the size of the Foreign Service officer category which will maintain promotional opportunities of presently employed Foreign Service officers.
- 3.7 Above and beyond this, the Department will endeavor to increase substantially the number of employees possessing overseas experience through an expanded exchange program covering both the Department of State and other agencies. Consistent with the conditions imposed by the national emergency efforts will be made to recruit into the Department persons who are qualified and willing to serve abroad, to increase the supply of persons who can be used when and where they are most needed--whether in Washington or abroad.
- 3.8 This approach is consistent with the ultimate objective of a fully integrated service. It is designed to furnish the Secretary with an improved personnel system coupled with partial steps toward integration. After these goals have been attained the Department will have a more informed basis for deciding whether to undertake additional steps toward further integration of the two services along the lines recommended by the Advisory Committee.

- 3.9 This announcement and attachments shall be brought to the attention of all employees. If, after reading the committee's report and this announcement, employees have questions concerning the Department's intended course of action, they should submit them in writing to the Office of Personnel, room 407, Walker-Johnson Building. Inquiries will be answered in the form of a special announcement or an individual reply.

Attachments:

1. Summary of Report of Secretary's Advisory Committee on Personnel Directive.
2. Directive to Improve the Personnel Program of the Department of State and the Unified Foreign Service of the United States.

(3-23-51)